

# PHOTO LITHOGRAPHERS NEWS

ISSUED BY THE

NEW YORK PHOTO LITHOGRAPHERS ASSOCIATION

1776 BROADWAY, NEW YORK

TELEPHONE: CIRCLE 7-4948

NEW YORK, N. Y.

APRIL 1, 1934

No. 7

Edited by Walter E. Soderstrom, Executive Secretary

## AN OPEN MEETING CALLED FOR FRIDAY, APRIL 9th.

We are calling a meeting of photo lithographers operating in this Area on Friday, April 9th at the Advertising Club, 23 Park Avenue, New York City.

All photo lithographers operating in the Metropolitan Area are being invited to gather with us. Dinner will be served at 6:30 P. M. If you cannot come to the dinner, please come to the business session beginning at 8 P. M.

At this meeting many matters of vital importance to the Photo Lithographic Industry, particularly to that part of it located within the Metropolitan Area, will be discussed.

Come out and get acquainted with the photo lithographers who are not members of our Association.

## EQUITABLE ASSESSMENTS

The Board of Directors has considered from many viewpoints, the question of equitable assessments. Answers to the form letter sent out under date of March 8th asking for a report on sales and machinery equipment should develop an equitable basis of assessing members. Three bases of assessing members have been discussed--sales, mechanical payroll and mechanical equipment. As soon as we have the answer from the letter regarding this data, the Board of Directors can intelligently consider further this question.

A budget to cover the cost of our Association operations beginning May 1st is being considered by a Finance Committee. In formulating this budget, the committee will take into consideration assessments to be levied and collected by the National Association of Photo Lithographers. It is expected that it will be easier to roll both the New York part of the National budget and the New York budget into one and send out one assessment to cover both.

Future assessments will be made on a basis where the large firms will pay a proper proportion of the budget.

Photo Lithographers in this Area have secured value from the assessments they have paid to date. If any concern will figure the volume of business it has done during the past five months and apply to that the increase in unit rates, it will at once see that a very real money value has inured from the expense incurred.

It is not amiss to mention here the fact that some members have made several trips to Washington to protect the interest of the photo lithographer. Place has been found on the Accounting Committee of the Lithographers National Association. This Committee is charged with the responsibility of drawing up the cost and accounting systems to be prescribed for the Lithographic Industry. Some individuals in this Area have spent much time and money for the good of all. One photo lithographer has spent over \$1,000.00 in actual cash and much time in meetings to strengthen the Industry. The Swift Company and the Polygraphic Company have donated a very considerable quantity of printing, etc. The Board of

Directors have spent much time discussing Association matters. Certainly, no single photo lithographer alone could successfully deal with all of these problems.

We believe that the assessments to date have been a very good investment. We believe the members who have already mailed us their check for the last assessment feel the same way.

Right now we need to stick together. There are some problems, which obviously, cannot be mentioned here, which make joint action very desirable.

## PLANS & POLICIES OF THE N. A. P. L.

March '28, 1934

Dear Mr. Soderstrom:

I have your letter of March 23rd asking certain questions concerning the policy of the National Association of Photo-Lithographers and I am very glad to give you such information as I now have.

Several matters have been held in abeyance until a general meeting of Photo-Lithographers can be held. The most important is to prove that we can qualify as an association to perform the administrative functions of our trade product group. There is no doubt but that we can so qualify and all that is necessary is a general meeting. At the same time we must discuss trade practices, dues and assessments, and other most important matters. By the middle of April when we expect to call such a meeting, a number of these points should be clearer than they are today and help us in determining our own policy.

It is obvious that the administration of a great deal of the detail of the Photo-Lithographic Trade Practices must and can only be through local organizations to whom authority can be delegated by the N. A. P. L. It will be the job of the parent Association to co-ordinate these activities, but the success of our entire program will depend on the strength and common sense shown by the local groups.

The open price reporting plan seems to be the only method that we can use to sensibly help us in bringing the general level of our Photo-Lithographic prices up to a point where we are no longer selling below cost. This matter is now being thrashed out in Washington and there should be a definite ruling on this plan by the time that we hold our meeting.

At this meeting it is my hope to have present representatives of Photo-Lithographic firms who are specializing in tariff, insurance and book work in order that we can thoroughly discuss all of these problems at one time.

If I can give you any other information, do not hesitate to call on me.

Sincerely yours,

*W. E. Soderstrom*

President

GEL:AF

NATIONAL ASSOCIATION OF PHOTO-LITHOGRAPHERS

The employer, who arbitrarily keeps his payroll below what he can reasonably afford to pay for services rendered, is acting in a manner contrary to his own best interests.

## PHOTO LITHOGRAPHERS NEWS

### REGULATIONS GOVERNING THE POSTING OF LABOR PROVISIONS OF CODES OF FAIR COMPETITION

Release No. 3560

"By virtue of the authority vested in me as Administrator for Industrial Recovery, I hereby prescribe the following rules and regulations which I deem necessary and advisable to carry out the purposes and intent of the Executive Order of the President dated February 8, 1934 with reference to the posting and display of the terms and provisions of Codes of Fair Competition:

"1. Every person shall, in the manner hereinafter provided, make application for and display official copies of the provisions relating to hours of labor, rates of pay and other conditions of employment of each Code to which he is subject or may hereinafter be subject (such official copies of such provisions being hereinafter referred to as official copies). A separate application shall be made with respect to each Code.

"2. Each application for official copies with respect to any Code shall:

(a) be made to the Code Authority established under that Code; and

(b) set forth the full name of the applicant's enterprise, the nature of the applicant's business and the number and location of the shops, establishments or separate units in which the applicant is engaged in operations subject to the Code; and

(c) be made within forty-five (45) days from the date of these regulations or the effective date of the Code or the date upon which the applicant becomes subject to the Code, whichever is latest.

"3. A person who has made application for official copies relating to a Code and thereafter engages in operations subject to the Code in any additional shop, establishment or separate unit, shall within ten (10) days of so doing, make a supplemental application to the Code Authority setting forth the full name of the applicant's enterprise, and the number and location of the additional units.

"4. On application to the Code Authority, or as soon thereafter as possible, the Code Authority will furnish each applicant with official copies relating to the Code in question.

"5. In each shop, establishment or separate unit in which the applicant is engaged in operations subject to the Code he shall at all times keep the official copies posted conspicuously and in sufficient number to make them freely and conveniently accessible to all employees employed in such operations.

"6. Wherever, as to any person subject to a Code, the provisions of the Code set forth in the official copies are affected by a modification, exemption, exception, or stay, official copies of the modification, exemption, exception, or stay, or of the provisions as thereby affected, will be furnished by the Code Authority on its own initiative or at the request of such person, and thereafter shall be kept posted in place of or in conjunction with (as the Code Authority may specify) the official copies theretofore posted.

"7. No person shall display or post any incorrect copies of the provisions of the Code or any modification, exemption, exception, or stay relating thereto.

"8. The Administrator may remove all Blue Eagles from any person who fails to comply with these regulations.

"9. As used herein, the term 'Code' means a Code of Fair Competition approved under the National Industrial Recovery Act (other than the Code of Fair Competition for the Petroleum Industry).

"10. Nothing in these rules and regulations shall relieve anyone from complying with any provisions of any Codes relating to posting, displaying or furnishing copies of Codes or of provisions of Codes.

"11. These regulations supersede the rules and regulations prescribed by me under date of February 12, 1934 governing the posting of labor provisions of Codes of Fair Competition.

Hugh S. Johnson

Administrator for Industrial Recovery"

"Washington, D. C.

"February 28, 1934."

**MULTIGRAPH - A RELIEF MACHINE**

In a meeting of the Commercial Relief Printing Industry, the National Code Authority brought up the question of whether multigraphers would come under the Graphic Arts Code. There was some discussion of the status of Multigraph operators, it being stated that certain salesmen for these machines were using terminology of the Office Equipment Code to create the impression that these machines did not come under the Graphic Arts Code. Chairman Smith stated an investigation would be made, but pointed out that the Multigraph is a relief printing machine, uses type, stereotypes or electrotypes, and hence "without question of a doubt" comes under the jurisdiction of the Code Authority for Relief Printing. This will mean a great increase in wages paid to this class of labor, and a shortening of hours for most of them, it was said.

**ESTIMATING COLOR WORK**

Headquarters has in its files a complete compilation of costs based on economic hourly rates in effect in a large midwest center. The schedule is comprehensive covering press work, estimated cost for photo-composing, a guide in estimating the number of plates required in a large run, an estimated press plate cost and the estimated hand transferring cost for labels.

**A WORD ON USING 24 lb BOND**

It has come to the attention of headquarters that at least one concern is substituting 24lb bond in place of 20lb bond with no extra charge to the customer. This is contrary to our Trade Practices. The *Unit Basis* of figuring a job covers 20lb bond only. A job requiring stock other than 20lb bond must be figured as specified in our Trade Practices which reads:

"Where special stock is required, the price of stock bond as figured in the unit price, including spoilage and handling is \$.09 per pound and should be deducted at this rate from the minimums above, for the purpose of figuring special stock of a higher cost only."

**PHOTO LITHOGRAPHERS ASSOCIATION OF PITTSBURGH, PENNA.**

Headquarters has received a "Recommended Trade Practices and Minimum Price Schedule, Effective March 1, 1934, used in Pittsburgh Area." The price structure is quite complete.

The first 100 Prints 8 1/2 x 11 up to and including 16 units is \$3.50.

Additional 100's up to and including	500	\$ .40	per 100
"	500	"	"
"	1100	"	"
"	2100	"	"

**TYPEWRITING - VARITYPING IN PITTSBURGH AREA**

Re-typing or original typing of copy for the customer will be charged for at the rate of \$1.00 per hour, minimum charge 50¢. On difficult tabular or statistical work the charge will be \$1.50 per hour, minimum charge for this kind of work \$1.00.

Varityping will be charged at the rate of \$1.50 per hour for regular work and \$1.75 per hour for tabular or statistical work. Minimum charge for any Varityping job \$1.00.

**REBATES - REFUNDS - PREMIUMS IN PITTSBURGH AREA**

Rebates, refunds or premiums will not be permitted. The offer to do certain items gratis which according to this agreement should be charged for will be construed as a rebate or a premium. This covers the offer of free bindery work such as punching, padding, folding, collating, etc. All work of this nature shall be charged for in accordance with the bindery schedule attached.

**THE MEMBERS OF THE PITTSBURGH ASSOCIATION ARE:**

R. M. COLLINS, EXECUTIVE SECRETARY	
A. H. Mathias & Co.	Business Forms Corp'n.
B. K. Elliott Co.	Riegers Duplicating Service
Typographic Press	Chatham Press
Washington Planograph Co.	National Process Co.
Pitt Photo-Litho Co.	J. L. Gillespie Co.

**CUNEO EMPLOYEES MEET**

"Following an advertisement inserted in Philadelphia newspapers on Saturday, March 3, employees of Cuneo Eastern Press, Philadelphia, held a mass meeting the following day to discuss their difficulties. According to the concern at time of going to press, no action of any kind had been taken by the employees."

**POSITIONS WANTED**

*Inside Man.* Young man, 38. Graduate High and Business School, three years training Accounting and Lithographic Estimating N.Y. University. In the industry twenty-two years--twenty years one concern, one and one-half year with second, one-half year with third. 16 years experience Accounting and Cost Accounting Departments. Four years experience in Estimating all types of lithography. Wishes connection with lithographic establishment. Phone: Circle 7-4948.

*Accountant-Office Manager.* Capable executive 33 years old. Over 12 years experience in the printing industry in charge of accounting, tax matters, banking transactions, credits and collections. Good knowledge of estimating and purchases. Expert on costs and budgeting control. Call - Circle 7-4948.



**TRADE PRODUCT GROUPS CONFERENCE**

The Conference of the National Product Groups held several meetings, one in New York and several in Washington, to discuss problems of mutual interest. The question of equitable assessments was discussed at considerable length in Washington and the matter brought to the attention of the Code Authorities of the Graphic Arts Industries and the NRA in a resolution as follows:

March 5, 1934

To the Code Authorities  
Of the Graphic Arts Industries.

The Conference of National Product Groups of the Code of Fair Competition for the Graphic Arts Industry affirms the following principles for guidance in setting up the administrative procedure necessary for administering the Code:

1. Each agency, whether it be Code Authority, Coordinating Committee, or Product Group, has definite and limited functions under the Code.
2. These agencies can properly assess against or claim for the establishments of the industry only for the services which they are called upon to render under their powers.
3. As a matter of fairness and justice to all members of the industry it is essential that all establishments shall bear an equitable proportion of the expense involved.

**THEREFORE, BE IT RESOLVED:**

That the basis of assessments used by a Code Authority should give due recognition; First, to the dual nature of its jurisdiction over production and distribution and; Second, to the basis of assessments used by each National Product Group, and be it further resolved

That each Code Authority when assessing an establishment non-member of a National Product Group for administration over "product" distribution should use the same method as the National Product Group concerned uses in assessing its own members, and be it further resolved

That no Code Authority should assess an establishment member of a National Product Group in a manner that will result in a duplication of the assessment made by the Administrative Agency of its National Product Group.

Participants in the Conference of National Product Groups expressing their views are:

- |                         |                        |
|-------------------------|------------------------|
| E 3 Decalcomania        | E 9 Playing Cards      |
| E 4 Greeting Cards      | E 13 Ticket and Coupon |
| E 5 Labels              | E 14 Dry Transfers     |
| E 6 Music Printing      | E 16 Law Printers      |
| E 7 Photo-Lithographing | E 17 Map Publishers    |

Respectfully submitted,

CHARLES R. COSBY

Chairman of the Conference

The discussion developed the fact that it is vitally necessary to the existence of the Product Groups that the basis of assessments used by the Code Authorities shall make a suitable and equitable allowance for the administrative jurisdiction over distribution which is allocated to the Product Groups and which therefore can not be an expense of the operations of the Code Authorities. In all cases where some or all of the products of an establishment are under the jurisdiction of a Product Group, it seems proper that the assessment should be reduced pro tanto.

**PRINTER ANALYSES OFFSET**

An interesting article appears in the March issue of PRINTING entitled "PRINTER ANALYSES OFFSET--What Every Letterpress Printer Should Know About the Process That Is Making Such Great Strides--Told Simply in Non-Technical Terms," by F. W. C. French. We suggest Offset Lithographers read this important article.

**GOOD PUBLICITY IS DESIRABLE**

Our Association activity is being watched with considerable interest by the Graphic Arts Industry. Favorable comment, with a likeness of our President, James F. Oastler, is contained in the March issue of PRINTING.

**COMMERCIAL PRINTERS PROTECT THEMSELVES AGAINST SELLING BELOW COST**

Local Authorities in the commercial printing group are working on a pricing catalog to be used in their jurisdiction for pricing work valued under \$500 or yearly contract jobs valued under \$5000. It will be illegal to sell for less than catalog prices after the prices have been established on such work or to sell for less than cost at any time.

**FIRMS MUST REGISTER**

Every plant coming under the Graphic Arts Code must register its name and location within 30 days after its Code Authority. This is a recent NRA ruling which applies to all Codes.

**ANSWERING LETTERS FROM HEADQUARTERS**

Some concerns answer a letter from Headquarters immediately, others do it at their convenience and still others never do it. Letter writing is an ideal way of asking for information. The necessity of making personal phone calls or actually visiting a plant to get answers to these letters is very expensive. The cost of maintaining Headquarters will be considerably less if all of our members answer inquiries promptly.

**ARE YOU ALLOWING A DISCOUNT?**

It has come to our attention that some one of our members is allowing a broker's discount to a customer. The customer has been visited and may give us proof. The Trade Practices forbid a discount of any kind. If you are granting a discount, please discontinue the practice and save yourself considerable embarrassment.

## PHOTO LITHOGRAPHERS NEWS

### MACHINERY EQUIPMENT CODE WILL HELP STABILIZE INDUSTRY

The Code of Fair Competition for the Printing Equipment Industry is of real importance to every photo lithographer. Heretofore, anyone, whether he was financed or no, was able to secure equipment on almost any terms. The overloaded second-hand machinery market and terms under which new equipment is to be sold will go far toward bringing a cleaner competition.

Of especial interest to photo lithographers are the facts that very definite list prices on equipment are to be filed with the Code Authority, that definite values are to be set on second-hand equipment and a Clearing House set up to protect both the machinery dealer and the photo lithographer from the dangers evident in an over-abundance of second-hand machinery. Definite terms of discount are to be set up. The terms of sale, heretofore a great stumbling block to those already established in the trade, are to be definitely set. Under "Terms of Sale" it is stipulated that there must be a 25 per cent cash payment by purchaser, balance to be paid over 24 equal and consecutive monthly payments represented by purchase money notes or other forms of security, bearing interest at the rate of not less than 6 per cent per annum. In the case of businesses established more than two years and with high credit standing, cash payments may be reduced to 15 per cent and balance to be paid in monthly installments over a period of three years.

The Code Authority, it is provided shall consist of the Executive Committee of the National Printing Equipment Association, which shall be composed of not less than five nor more than 7 members. The following have been designated as members of the Code Authority: Arthur Bentley (Miehle Printing Press and Manufacturing Company), chairman; Thomas R. Jones (American Type Founders Company), vice-chairman; Joseph T. Mackey (Mergenthaler Linotype Company), treasurer; Calvert B. Cottrell (C. B. Cottrell & Sons Company), James S. Gilbert (Dexter Folder Company), R. V. Mitchell (Harris-Seybold-Potter Company) and James E. Bennet (The Babcock Printing Press Manufacturing Company), secretary.

### EXCERPTS FROM NRA CIRCULAR NO. 1--BLUE EAGLE

#### NATIONAL RECOVERY ADMINISTRATION

NRA Circular No. 1.

July 23, 1933.

#### Regulation Governing Use of Insignia by Employers Who Have Signed the President's Employment Agreement

The NRA official emblem is the property of the United States Government. It may not be used or reproduced without authority of the NRA.

Regulations permit the use of this emblem by all employers who sign the President's Reemployment Agree-

ment, and (in the form authorized for consumers, but only in such form) by consumers who sign a statement of cooperation.

By application to the NRA any responsible manufacturer will be authorized to make and offer for sale hangers, cards, and stickers provided (a) he agrees to conform to regulations to present the emblem coming into hands of employers not authorized to use it; (b) he himself has signed the President's agreement and is authorized to use the emblem; and (c) he will sell at a reasonable price. Information regarding manufacturers authorized to supply the emblem will be issued by the NRA from time to time. For purposes of reproduction, the NRA will be glad to furnish original drawings to such manufacturers to the extent they are available but cannot undertake to do so if the demand should prove large.

Any newspaper, magazine, or other publication is authorized to reproduce the emblem in the advertisement of any employer, provided such employer files with the newspaper, magazine, or other publication a written statement that he has signed the President's Agreement and affixes the sticker thereto.

Employers desiring to make other uses of the emblem may consult the NRA.

### EXCERPTS FROM INTERPRETATION OF NRA CIRCULAR NO. 1 (ISSUED BY INSIGNIA SECTION NRA)

#### NATIONAL RECOVERY ADMINISTRATION

September 27, 1933.

Reproduction of the official Blue Eagle Insignia for NRA members is authorized by this office to denote NRA membership only, or an association with membership. The Insignia, bearing the word "Member," may be placed upon such member's equipment, communications, premises and goods. Member Insignia reproductions on stationery, labels, goods, products, packages, or containers must be placed close enough to the imprint of the member's trade name or brand name to clearly indicate to the general public that the person or firm using the Insignia is a member of NRA.

All NRA members are entitled to use the NRA Insignia on their letterheads, bills, invoices, products, etc., to denote their membership in NRA. Where firms have printing facilities, they may reproduce the NRA insignia upon receipt of specific authorization from this office. If, however, they do not have printing facilities, any printer or engraver authorized by us may print the Insignia for members or sell members the Insignia in sticker form.

All Insignia reproducers are requested to submit immediately samples or drawings (color drawings where colors are used) of Insignia reproductions, directing these to the Insignia Section, NRA, for examination, with a letter describing such reproductions.

ONE METHOD OF KEEPING ACCOUNT OF HOURS WORKED

(Specimen)  
(6.D. 1-34)

INDIVIDUAL PAYROLL RECORD FORM

Name John Doe		Employee Classification Hand Transferer		Date Employed October 16, 1932.		Date Terminated		No. 33 October 16, 1932.							
Address 120 Blank Street Blank City Blank State		Hour Rate \$1.00		Hour Rate		Hour Rate									
Pay- Roll Week Ending	Weekly Payroll Hours		Cumul- ative Pay- roll Hours	Cumul- ative Hours Allow- ed	Plus or Minus	Weekly Wages Paid	Pay- Roll Week Ending	Weekly Payroll Hours		Cumul- ative Pay- roll Hours	Cumul- ative Hours Allow- ed	Plus or Minus	Weekly Wages Paid		
	Reg. Time	O.T. if dbie.						Reg. Time	O.T. if dbie.						
A	B	C	D	E	F	G	H	A	B	C	D	E	F	G	H
1934															
1/5	32	-	-	32	40	-8	32.	7/6	32	-	8	40	48	-8	48.
1/12	40	-	-	72	80	-8	40.	7/13	40	-	-	80	80	-	40.
1/19	36	-	-	108	120	-12	36.	7/20	36	-	-	116	116	-	36.
1/26	36	-	-	144	160	-16	36.	7/27	32	-	-	148	148	-	32.
2/2	40	-	-	184	200	-16	40.	8/3	36	-	-	184	184	-	36.
2/9	40	-	-	228	240	-12	44.	8/10	32	-	-	216	224	-8	32.
2/16	32	-	-	268	280	-12	44.	8/17	32	-	-	248	272	-24	32.
2/23	32	-	-	312	320	-8	52.	8/24	20	-	-	268	320	-52	20.
3/2	40	-	-	360	360	-	52.	8/31	16	-	-	284	368	-84	16.
3/9	40	-	-	408	400	8	52.	9/7	32	-	-	316	408	-92	32.
3/16	40	-	-	452	440	12	46.	9/14	40	-	-	356	448	-92	40.
3/23	36	-	-	488	480	8	36.	9/21	40	-	-	396	484	-88	40.
3/30	32	-	-	520	520	-	32.	9/28	40	-	-	436	520	-84	40.
	476	40	4				544.		428	-	8				444.
4/6	32	-	-	32	32	-8	32.	10/5	40	4	-	44	124	-80	46.
4/13	36	-	-	64	72	-8	36.	10/12	40	8	-	92	164	-72	52.
4/20	32	-	-	100	108	-12	36.	10/19	40	8	-	140	200	-60	52.
4/27	32	-	-	132	144	-12	32.	10/26	40	4	-	184	232	-48	46.
5/4	36	-	-	168	184	-16	36.	11/2	40	-	-	224	268	-44	40.
5/11	40	-	-	208	228	-20	40.	11/9	40	-	-	264	300	-36	40.
5/18	40	-	-	256	268	-12	52.	11/16	40	-	-	304	332	-28	40.
5/25	40	-	-	304	312	-8	52.	11/23	40	-	-	344	352	-8	40.
6/1	40	-	-	352	360	-8	52.	11/30	24	-	-	368	368	-	24.
6/8	40	-	-	392	408	-16	40.	12/7	32	-	-	400	400	-	32.
6/15	40	-	-	432	452	-20	40.	12/14	36	4	-	436	440	-4	36.
6/22	36	-	-	468	488	-20	36.	12/21	32	8	-	480	480	-	36.
6/29	36	-	-	504	520	-16	36.	12/28	32	8	-	520	520	-	44.
	480	24	-				516.		484	36	-				538.



CODE ADMINISTRATION BY INDUSTRY

Excerpts from "Information for Code Authorities"  
by NRA Headquarters.)

CODE ADMINISTRATION HAS TWO MAJOR PHASES

- (1) Planning and Progress
- (2) Compliance.

The first embraces the constructive development of industry and the improvement and broadening of its sources of secure employment. The second, includes code observance; the adjustment of complaints; and enforcement. The greatest public and industry benefits from the industrial codes will come from the deliberate and diligent development of the possibilities of the first; and the faithful and equitable administration of the second.

TRADE PRACTICE COMPLAINT

Complaint alleging a violation of any provision of a Code other than the labor provisions. (Whenever a competitor complains that an employer is violating any of the labor provisions of the code he may elect to file the case to be handled as a trade practice complaint.)

INTERPRETING THE CODE

The provisions of an approved code are law. No modification thereof can be effected by interpretation. An interpretation is an exposition or answer to a problem as to the true meaning of code provisions as they stand. If the desired interpretation is not completely consistent with the actual wording of the code, a modification of the code must be obtained before the interpretation is possible. Modification can only be effected with proper formalities by NRA and not by interpretation.

WE ARE ON THE WAY OUT

Recovery seems now to be a matter of many small steps up a very long ladder. It's going to be a case of a little here, a little there, a consolidation of small gains, a small gathering of strength. Every advance made, however negligible, must be shared by employees — otherwise, the process cannot go on. As orders gradually increase, payrolls must increase proportionately. Only thus can employee morale be maintained, only thus can public confidence be restored and the sinews of buying be provided.

The employer for the benefit of all concerned, should do all he can to destroy fear. He should give his employees assurance, by word and deed, that he has their best interests at heart. He should treat them essentially as friends and human beings. It is this spirit of mutual confidence and good will which the great employee public needs now, almost as much as money.

If the employer wishes to work back to a condition of even approximate prosperity, he must take his employees along with him. He must realize that their welfare and his are inextricably mingled. In order to receive, he must first give.

THE NEW ENGLAND PHOTO-LITHOGRAPHERS ASSOCIATION

The New England Photo-Lithographers Association has filed with Headquarters a quantity of "recommended minimum selling prices for Planograph printing in Boston and vicinity." If you are quoting on work in that Area, we will be glad to supply you with a copy of their price list.

MUSIC PUBLISHERS PRICE LIST

Music Printers have filed with Headquarters prices they are quoting for printing music. It is suggested that we respect their prices. For further information, please phone Headquarters.

2-24-1934

# ORGANIZATION CHART NATIONAL RECOVERY ADMINISTRATION

Distributed by  
National Association of Manufacturers  
11 West 42nd Street, New York, N.Y.  
Investment Building, Washington, D.C.

## THE PRESIDENT

### ADMINISTRATOR FOR INDUSTRIAL RECOVERY HUGH S. JOHNSON

F.M. Robinson - Executive Asst.  
L.B. Thompson - Asst. Asst. Admin.  
William J. Storer - Asst. Asst. Admin.  
George W. Brown - Asst. Asst. Admin.  
Arthur H. Tracy - Asst. Asst. Admin.  
Bellevue H. Tracy - Asst. Asst. Admin.  
Order of July 15, 1933

**NATIONAL COMPLIANCE BOARD**  
Mrs. H. Davis - Chairman  
Mrs. J. Barrett - (Industry)  
Advise the Administrator on policies  
to secure compliance with codes  
and agreements

**POLICY BOARD**  
Administering Asst. Administrator  
and heads of divisions and bureaus  
Advise the Administrator on  
matters of general policy

**ASST. ADMINISTRATOR FOR  
INDUSTRY**  
ROBERT W. LEE  
Advise the Administrator on  
industrial questions in code  
and agreement matters and  
advise on industrial policies

**ASST. ADMINISTRATOR AND  
EXECUTIVE OFFICER**  
ALVIN BROWN  
Advise the Administrator on  
industrial questions in code  
and agreement matters and  
advise on industrial policies

**ASST. ADMINISTRATOR FOR  
LABOR**  
EDWARD F. McGRADY  
Advise the Administrator on labor  
questions in code and  
agreement matters and  
advise on labor policies

**LABOR ADVISORY BOARD**  
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John F. Sullivan - Asst. Chairman  
John F. Lewis - Asst. Chairman  
Advise the Administrator on all  
matters affecting labor

**INDUSTRIAL ADVISORY BOARD**  
P.J. DuPont - Chairman  
C.L. Hempfer - Secretary  
Advise the Administrator on all  
matters affecting industry

**COMMERCE ADVISORY BOARD**  
W.C. Clegg - Chairman  
Advise the Administrator on all  
matters affecting commerce

**REVENUE ADVISORY BOARD**  
James C. Hays - Chairman  
Advise the Administrator on questions  
of industrial codes affecting  
taxation

**OFFICE ADMINISTRATION DIVISIONS**  
STAFF  
CHIEF CLERK  
B.J. Carroll Jr.  
PERSONNEL  
L.M. Collins  
CODE RECORD  
H. Rose  
PUBLICATIONS  
A.R. Forbush

**LEGAL**  
Donald E. Buckley - Asst. Chief  
Advise the Administrator on legal  
matters and on the validity of  
codes and agreements

**PUBLIC RELATIONS**  
Charles M. Johnson - Asst. Chief  
Advise the Administrator on public  
relations matters and on the  
presentation of the work of the  
Administration

**RESEARCH PLANNING**  
W.H. Montgomery - Director  
Advise the Administrator on  
research and planning matters  
and on the development of  
industrial codes

**TRADE ADJUSTMENT**  
William Campbell - Chief  
Advise the Administrator on  
trade adjustment matters and  
on the development of  
industrial codes

**EXPORTS**  
Oscar B. Ryser - Chief  
Advise the Administrator on  
export matters and on the  
development of industrial  
codes

**REVIEW**  
Advise the Administrator on  
review matters and on the  
development of industrial  
codes

**COMPLIANCE DIVISION**  
Advise the Administrator on  
compliance matters and on  
the enforcement of codes and  
agreements

**TERRITORIES**  
Advise the Administrator on  
territory matters and on the  
development of industrial  
codes

**DIVISION-7**  
Advise the Administrator on  
division-7 matters and on the  
development of industrial  
codes

**DIVISION-6**  
Advise the Administrator on  
division-6 matters and on the  
development of industrial  
codes

**DIVISION-5**  
Advise the Administrator on  
division-5 matters and on the  
development of industrial  
codes

**DIVISION-4**  
Advise the Administrator on  
division-4 matters and on the  
development of industrial  
codes

**DIVISION-3**  
Advise the Administrator on  
division-3 matters and on the  
development of industrial  
codes

**DIVISION-2**  
Advise the Administrator on  
division-2 matters and on the  
development of industrial  
codes

**DIVISION-1**  
Advise the Administrator on  
division-1 matters and on the  
development of industrial  
codes

**STATE DIRECTOR**  
Advise the Administrator on  
state matters and on the  
development of industrial  
codes

**INDUSTRY**  
Advise the Administrator on  
industry matters and on the  
development of industrial  
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